

# Colorado Department of Public Safety Greening Government Plan



**Joe M. Morales**  
Executive Director

**Micheal L. Acree**  
Deputy Executive Director

Date: August 31, 2006

Agency Coordinator: Jane Crisman

Phone: 303.239.4412

Email: jane.crisman@cdps.state.co.us

This Greening Government Plan has been reviewed and approved by Micheal L. Acree, Deputy Executive Director of the Colorado Department of Public Safety, on August 31, 2006.

  
\_\_\_\_\_  
Signature of Agency Head or other Designee

This page intentionally left blank.

## TABLE OF CONTENTS

<b>Executive Order – Greening of State Government.....</b>	<b>5</b>
<b>1. Agency Information, Impact Identification and Greening Government Team</b>	<b>7</b>
1.1 Agency Description and Scope.....	7
1.2 Agency Impacts on the Environment and Human Health.....	8
1.3 Agency Operational Costs.....	8
1.4 Agency Greening Government Team Members.....	9
<b>2. Long-Term Goals/Vision .....</b>	<b>9</b>
2.1 Long-Term Goals – Energy Efficiency.....	10
2.2 Long-Term Goals – Water Conservation and Water Quality .....	10
2.3 Long-Term Goals – Waste Reduction and Recycling.....	10
2.4 Long-Term Goals – Environmentally Preferable Purchasing (EPP) .....	11
2.5 Long-Term Goals – Transportation.....	11
<b>3. Short-Term Actions and Priorities .....</b>	<b>11</b>
3.1 Priority and Area Goals.....	12
3.2 Action Steps.....	12
<b>4. Management Systems.....</b>	<b>16</b>
4.1 Integrating Environmental Impacts into Key Decision Points.....	16
4.2 Education and Training of Staff.....	17
<b>5. Tracking Progress and Program/Plan Review .....</b>	<b>17</b>
5.1 Agency Tracking and Reporting Form.....	17
5.2 Continuous Improvement.....	18
5.3 Tracking Progress .....	19

This page intentionally left blank.

**D 005 05**  
**EXECUTIVE ORDER**  
**GREENING OF STATE GOVERNMENT**

Pursuant to the authority vested in the Office of the Governor of the State of Colorado, I, Bill Owens, Governor of the State of Colorado, hereby issue this Executive Order concerning enhancing the efficiency and greening of state government.

**1. Background and Need**

State government needs to operate as efficiently as possible, but at the same time it is important to set an example through efforts to reduce the use of limited resources, increase the cost-effectiveness of state government, and improve Colorado's environment and the health of our children and future generations. Accordingly, the State of Colorado is committed to business practices that contribute to the mutually compatible goals of economic vitality, a healthy environment and strong communities.

The State has already taken significant steps in this direction, particularly under Executive Order D 014 03, Energy Performance Contracting to Improve State Facilities. The Department of Corrections through its Energy Management Program avoids \$1.8 million in annual costs (10 percent of its utility budget) and is planning additional facility improvements that could result in avoided annual costs exceeding \$1 million. The Department of Human Services through its aggressive program to manage its \$5.3 million annual utility budget achieved a 10 percent level of cost avoidance and is implementing projects through performance contracts that will avoid an additional \$1,000,000 in annual utility costs. The Department of Personnel and Administration, with the Judicial Department and the Department of Labor & Employment, is using performance contracting for a large-scale, comprehensive effort that captures \$800,000 in annual reductions to pay for \$14 million in facility upgrades. Other state agencies including the Department of Military Affairs, Colorado School for the Deaf and the Blind, Department of Public Health and Environment, and Department of Natural Resources are implementing similar projects.

Within state government, such sustainable practices require decisions based on a systematic evaluation of the costs and long-term impacts of an activity or product on health and safety, communities, and the environment and economy of the State of Colorado. State agencies, through changes in daily operations, ongoing programs, and long-range planning, are able to simultaneously have a significant positive impact on the environment, economic efficiency of state government, and the character of our communities. Government can also foster markets for emerging environmental technologies and products. Finally, state government can be a model for environmental leadership by implementing pollution prevention and resource conservation programs that not only enhance environmental protection, but also save taxpayers' money through reduced costs, including reduced material costs, waste disposal costs and utility bills.

The most effective manner for state government to implement such programs is through the establishment of systems and procedures to evaluate costs and manage environmental impacts. This system should be developed and implemented consistently across state government with the assistance of the Governor's Office of Energy Management and Conservation, Department of Public Health and Environment and Department of Personnel and Administration.

**2. Directive**

A. I hereby direct the Executive Directors of all state agencies and departments to evaluate

their current business operations in accordance with the goals of this Order and develop and implement policies and procedures to promote environmentally sustainable and economically efficient practices, including, but not limited to:

- i. Adopting the United States Green Buildings Council's Leadership in Energy and Environmental Design Green Building Rating System for Existing Buildings (LEED-EB) in operating, maintaining and managing existing buildings, to the extent applicable and practicable.
- ii. Incorporating LEED for New Construction (LEED-NC) practices to design energy and resource efficient new buildings, to the extent that this is deemed cost-effective.
- iii. Initiating an energy management program to monitor and manage utility usage and costs, as resources become available.

B. I hereby direct the Executive Directors of the Governor's Office of Energy Management and Conservation, Department of Public Health and Environment, and Department of Personnel and Administration, to establish a Colorado Greening Government Coordinating Council (Council) to include representatives from each state agency and department.

C. I hereby direct the Council to develop, implement, and augment programs, plans and policies that save money, prevent pollution and conserve natural resources throughout state government management and operations, including but not limited to source and waste reduction, energy efficiency, water conservation, recycling, fleet operations, environmental preferable purchasing, and establishing state-wide goals to save taxpayers' money and reduce environmental impacts.

D. I hereby direct State agencies and departments to provide all reasonable assistance and cooperation requested by the Council for the purpose of carrying out this order.

E. I hereby direct each State agency or department to annually submit to the Council a list of all projects implemented in accordance with this Executive Order in the previous calendar year and the resultant environmental benefits and cost savings.

To assist agencies in this effort, the Governor's Office of Energy Management and Conservation offers technical services to all State departments and agencies.

### 3. Duration

This Executive Order shall remain in force until further modification or rescission by the Governor.

GIVEN under my hand and the  
Executive Seal of the State  
of Colorado, this 15<sup>th</sup>  
day of July, 2005.  
Bill Owens

**Governor**

## I. Agency Information, Impact Identification and Greening Government Team

The Colorado Department of Public Safety [CDPS] is the single, statewide law enforcement agency in Colorado. The CDPS provides a broad range of public safety services throughout the state. Agencies within the CDPS include the Executive Director's Office [EDO], the Colorado State Patrol [CSP], the Office of Preparedness, Security, and Fire Safety [OPSFS], the Division of Criminal Justice [DCJ], and the Colorado Bureau of Investigation [CBI].

### I.1 Agency Description and Scope

The mission of the Colorado Department of Public Safety is to provide a safe environment in Colorado by maintaining, promoting, and enhancing public safety through law enforcement, criminal investigations, fire and crime prevention, recidivism reduction, and victim advocacy. The CDPS also provides professional support of the criminal justice system, fire safety community, other governmental agencies, and private entities. Throughout, its goal is to serve the public through an organization that emphasizes quality and integrity.

The vision of the CDPS is to seek excellence in public safety through integrity, science, research, technical competence, and community partnerships.

Members of the CDPS are assigned to various locations throughout the State. The Department has 1,286 appropriated full-time equivalent (FTE) positions, maintains 49 owned facilities, some of which are storage or garage buildings and has 22 commercially-leased sites and 18 sites leased from other state agencies. State agency leases include 13 (two of which are garage buildings, and one of which is a garage and storage building) with the Colorado Department of Transportation (CDOT), one with the Division of Parks (Department of Natural Resources), and four with the Department of Personnel & Administration (DPA).

In the metropolitan Denver area, CDPS has several "field" locations, and four larger locations. The larger locations include 690 and 700 Kipling, where 324 CDPS members are assigned. These two buildings, along with a commercially-owned building at 710 Kipling, are usually referred to as the Kipling Complex. The two buildings at 690 and 700 Kipling are owned by DPA and are part of the Capitol Complex. CDPS (as well as the Department of Agriculture) leases space at 710 Kipling, and currently has 37 members assigned there. Thirty-nine members are assigned to two other DPA-owned facilities in the Capitol Complex, and 117 members are assigned to departmentally-owned facilities at Camp George West in Golden. The remaining CDPS facilities and members are

assigned to leased and owned “field” locations across the state, from Yuma to Gunnison and Granby to Lamar.

## 1.2 Agency Impacts on the Environment and Human Health

Many aspects of the agency’s operations have impacts on the environment, and these impacts are common to many state agencies and even private-sector businesses. Employees commute to work, print reports, use electricity, use their work facilities’ water and sewer services, generate common office waste, and use equipment that consumes chemicals (toner, ink, etc.) and must eventually be replaced/disposed.

Some aspects of the CDPS’s operations that are not so common also have impacts on the environment. For example, patrolling the State’s roads for law enforcement and safety purposes; traveling to crime scenes and to conduct investigations; and traveling to testify in court proceedings and to audit victims programs (using state vehicles, state-owned planes, or commercial carriers) consume natural resources, and result in emissions of carbon dioxide and other gases. Housing and maintaining the state’s law enforcement computer messaging and information systems and the state’s fingerprint database, and gathering and processing evidence require higher than usual reliance on electricity, generate larger amounts of solid waste, and result in end-of-life disposal of electronic equipment. Analyzing evidence submitted by agencies across the state using laboratory services such as DNA processing, firearms analysis, drug chemistry analysis and serology analysis, and processing photographs from accident and crime scenes require the purchase, storage, use and disposal of chemicals and hazardous substances.

The CDPS is in the process of implementing the Greening Government program, and has not yet gathered a great deal of information on specific or quantifiable impacts of its operational activities.

## 1.3 Agency Operational Costs

As a Phase 2 agency, the CDPS is in the process of implementing the Greening Government program, and has not yet gathered the information on financial costs, such as for fuel, waste disposal or electricity for its operations. This is also made more difficult due to the large number of leased locations, two of the largest being those leased from DPA---690 and 700 Kipling. As the state moves in the direction of performance contracting, CDPS is also moving to more closely track costs in each of its owned facilities, so that specific projects can be identified and the results of an individual team’s efforts or of a specific project at a facility can be measured.



## I.4 Agency Greening Government Team Members

The CDPS Greening Government Council Representative is Jane Crisman, who works in the Executive Director's Office and has responsibilities in the areas of leased space, facilities, budget, risk management, and department policy. While specific team members have not yet been named, core members of the CDPS Greening Government Team (called the CDPS Green Team) have been identified. The core team will consist of the Department's purchasing director, a manager from the Information Technology Section, the Patrol's Support Services Branch Manager (responsible for the 49 facilities the Department owns, the Department's fleet, the Patrol's purchasing staff, and the Patrol's supply/warehouse staff), the Department's controller, and a representative appointed by the division director of each division. Some members of this core team contributed to the *Colorado Greening Government Projects & Policies Inventory* that was submitted to the State Greening Government Program Administrators in July, 2006, and to this *Greening Government Plan*.

In addition to the core members, volunteers will be recruited for the agency team. Volunteers will also be recruited for smaller, program- and/or location-focused teams. The CDPS Green Team will be in place by November 1, 2006.

The Green Team will be charged with assessing the Department's operations and environmental impacts, and making recommendations to the CDPS Executive Team (the Executive Director, the Deputy Executive Director, and the Division Directors) regarding: long-term goals (and redefining them, as needed); identification and prioritization of short-term actions; integration of Greening Government into the Department's decision-making; and a management system for allocation of environmental responsibilities within the Department. Tracking and reporting on the Department's progress will be done by the Team.

One of the first tasks for the Team will be to establish roles and responsibilities of its members and volunteers. It will also need to set (and adhere to) a work plan with milestones and due dates, and ensure that its members and volunteers are appropriately trained. Team members and volunteers will be responsible for representing their division director on the Green Team, and will be the Executive Team's representatives to other CDPS members regarding the Greening Government Program.

## 2. Long-Term Goals/Vision

Initial long-term goals for the CDPS Greening Government Program include improving environmental and economic efficiency in its ongoing operations and in all new projects, while working within the department's budgetary resources.

## 2.1 Long-Term Goals – Energy Efficiency

The department will:

- Work with State Buildings and Real Estate Programs on all new (capital) construction and all controlled maintenance projects to identify and implement, within available resources, cost-effective approaches to improve energy efficiency. (For owned facilities)
- Incorporate the United States Green Buildings Council's Leadership in Energy and Environmental Design (LEED) for New Construction practices, within budget and where cost-effective, to design energy efficient buildings. (For owned facilities)
- As resources become available and where practical, use energy management programs to monitor and manage utility usage and costs. (For owned facilities)
- Continue to cooperate with DPA Capitol Complex Facilities' energy reduction efforts at DPA-leased locations.
- Work with landlords, when possible, to encourage implementation of energy efficiencies in its leased locations.
- Provide its members with strategies and information that will encourage them to reduce energy consumption while on the job and at home.

## 2.2 Long-Term Goals – Water Conservation and Water Quality

- Incorporate the United States Green Buildings Council's Leadership in Energy and Environmental Design (LEED) for New Construction practices, within budget and where cost-effective, to design resource efficient buildings. (For owned facilities)
- Use plumbing fixtures that meet minimum criteria when replacement is necessary or when part of a construction project, when cost-effective, and where possible within existing infrastructure. (For owned facilities)
- Continue to phase in low-water use landscapes at its owned facilities and minimize the amount of fertilizers applied to landscapes.
- Provide its members with strategies and information that will encourage them to conserve water and improve water quality on the job and at home.

## 2.3 Long-Term Goals – Waste Reduction and Recycling

- Continue to work with DPA's recycling and waste reduction efforts at its DPA-leased locations.

- Encourage its volunteer committees to identify areas where solid waste reduction and recycling efforts should be focused in order to use its resources in the effective ways.
- Make information available to members on how they can reduce and recycle waste generated in the office, away from the office, and in their homes.

## 2.4 Long-Term Goals – Environmentally Preferable Purchasing (EPP)

- Purchase environmentally-preferable products whenever they are equal in performance and when they are cost-effective based on the product's life-cycle cost.
- Identify the most significant purchases made on an annual basis and take steps to ensure that the products contain EPP criteria wherever possible and when effective.
- Participate in EPP conferences and other related workshops and training.
- Make information available to members on how they can use EPP in the office, away from the office, and in their homes.

## 2.5 Long-Term Goals – Transportation

- Continue to work with State Fleet to implement its Greening Government goals within the framework of the CDPS's mission, goals, objectives, and budgetary resources.
- Encourage the use of teleconferencing, long-distance learning, and other ways to improve communication while reducing miles driven.
- Provide members with strategies and information to help increase efficiency of transportation on the job and at home.

# 3. Short-term Actions and Priorities

While preparing the July inventory and developing this plan, many completed and ongoing "greening" projects and practices were identified. These projects were undertaken, and the practices adopted, independent of the Greening Government program, for their cost- and/or energy-efficiency benefits. Some additional projects were identified even after the July 31, 2006 inventory had been submitted.

Many CDPS members have already shown their creativity and willingness to reduce costs, reduce waste, and improve our environment without a focused program. The CDPS will continue to improve its environmental practices, and build upon the success already realized, with the establishment and efforts of its Green Team.

### 3.1 Priority and Area Goals

Specific areas of focus for the CDPS Greening Government Plan are in the areas of waste reduction, energy efficiency, and environmentally preferable purchasing. The Department's operations have a direct impact on these three areas, and its greening efforts should produce tangible results. The agency's operations do not have as direct of an impact on water conservation and quality, but the agency will take action where possible and cost-effective to reduce its impact in this area, as well.

Transportation for law enforcement purposes is likely one of the biggest impacts CDPS operations have on the environment. While the Department will work on this area to the extent possible, due to the nature of these operations, results may not be quantifiable and may fluctuate from year to year. Benefits may be implied or may not be measurable. By continuing to implement changes in how vehicles are equipped and maintained, by implementing fleet changes where possible (for example, for non-law enforcement vehicles), and by educating members on actions they can take both on and off the job, the Department hopes to reduce consumption of fossil fuels and emission of greenhouse gases.

### 3.2 Action Steps

The following action steps have been identified by CSP Support Services Branch Manager Robert Dirnberger and by CDPS Greening Government Council Representative Jane Crisman. Many of these action steps were already planned or had been started prior to the formal implementation of the Greening Government Program within CDPS. Others are steps that Mr. Dirnberger and his staff (Ms. Cindy Fredriksen, Purchasing; Mr. Kyle Shelton, Fleet; and Mr. Terry Chase, Facilities), and Ms. Crisman and/or CDPS Purchasing Director Jeff Warren have agreed to implement as part of their program responsibilities.

When the CDPS Green Team reviews this plan, these actions steps may be revised. Any revisions will be reflected in the next annual report, and the CDPS Greening Government Plan will be revised accordingly.

<b>Greening Government Goal</b>	<b>Benefits of Project</b>	<b>Specific Tasks</b>	<b>Responsible Staff</b>	<b>Timeline</b>
CSP Academy, Building 120, Camp George West – Replace existing incandescent & fluorescent lights with T-8 lights and energy-saving ballasts. (Project began in 2004 and will be completed in FY 07)	<ul style="list-style-type: none"> <li>• Energy savings</li> <li>• Cost savings</li> </ul>	<ul style="list-style-type: none"> <li>• Remove lights and install new lights/ballasts</li> </ul>	<ul style="list-style-type: none"> <li>• CSP Facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Completion projected by June 30, 2007</li> </ul>
Fleet Operations – Phase in new LED light bars on law enforcement vehicles	<ul style="list-style-type: none"> <li>• Energy (fuel) savings</li> <li>• Less demand on alternator/engine</li> <li>• Better visibility/safety for the officer &amp; public</li> <li>• NOTE: Slightly more expensive (\$1690 vs. \$1244)</li> </ul>	<ul style="list-style-type: none"> <li>• Equip new cars with LED light bars</li> <li>• When existing cars need new light bars, replace with LED bars</li> </ul>	<ul style="list-style-type: none"> <li>• CSP Garage</li> </ul>	<ul style="list-style-type: none"> <li>• Until all law enforcement vehicles have LED bars</li> </ul>
Fleet Operations – Continue to recycle used oil and freon/refrigerant	<ul style="list-style-type: none"> <li>• Environmental impacts reduced</li> </ul>	<ul style="list-style-type: none"> <li>• Perform work at CSP Garage whenever possible</li> <li>• Use vendors that recycle oil/refrigerant</li> </ul>	<ul style="list-style-type: none"> <li>• CSP Garage</li> <li>• Vehicle drivers</li> <li>• CDPS Green Team</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing at CSP Garage</li> <li>• June 30, 2007 to inform vehicle users who utilize other vendors</li> </ul>
Explore battery recycling/ disposal options at the CSP Garage, owned Camp George West facilities and at the Kipling Complex	<ul style="list-style-type: none"> <li>• Solid waste reduction (hazardous materials)</li> </ul>	<ul style="list-style-type: none"> <li>• Explore costs &amp; vendors</li> <li>• Explore feasibility at each location &amp; coordinate with DPA at the Kipling Complex</li> </ul>	<ul style="list-style-type: none"> <li>• CSP Garage Staff</li> <li>• CDPS Green Team</li> </ul>	<ul style="list-style-type: none"> <li>• June 30, 2007</li> </ul>

<b><i>Greening Government Goal</i></b>	<b><i>Benefits of Project</i></b>	<b><i>Specific Tasks</i></b>	<b><i>Responsible Staff</i></b>	<b><i>Timeline</i></b>
Explore recycling of certain specialty items, such as traffic cones, as well as purchasing such items that have recycled content	<ul style="list-style-type: none"> <li>• Solid waste reduction</li> <li>• Possible cost savings</li> </ul>	<ul style="list-style-type: none"> <li>• Identify items</li> <li>• Identify possible vendors/ processes</li> </ul>	<ul style="list-style-type: none"> <li>• CDPS Green Team</li> </ul>	<ul style="list-style-type: none"> <li>• June 30, 2007</li> </ul>
Continue/expand use of and training in green cleaning products at owned facilities at Camp George West	<ul style="list-style-type: none"> <li>• Water quality</li> <li>• Environmentally preferable products</li> <li>• Possible cost savings</li> <li>• Indoor air quality</li> </ul>	<ul style="list-style-type: none"> <li>• Identify products that can be used</li> <li>• Procure products</li> <li>• Train staff on their use</li> </ul>	<ul style="list-style-type: none"> <li>• CSP Facilities</li> </ul>	<ul style="list-style-type: none"> <li>• June 20, 2007</li> </ul>
Assess the possibility of using electronic flares rather than conventional road flares	<ul style="list-style-type: none"> <li>• Conventional road flares use magnesium, require striking (ignition) and throw off sparks</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to gather information</li> <li>• Trial use</li> <li>• Assess the trials &amp; effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• CSP Garage</li> </ul>	<ul style="list-style-type: none"> <li>• June 30, 2007</li> </ul>
Establish procedures & reminders for members to turn off lights, use “sleep settings” on computers, turn off monitors, etc. when not in use	<ul style="list-style-type: none"> <li>• Energy savings</li> <li>• Cost savings</li> </ul>	<ul style="list-style-type: none"> <li>• Work with IT staff regarding protocols for powering down computers and systems, using “sleep settings”</li> <li>• Communicate energy saving strategies to members</li> </ul>	<ul style="list-style-type: none"> <li>• CDPS Green Team</li> </ul>	<ul style="list-style-type: none"> <li>• June 30, 2007</li> </ul>
Establish and promote a double-sided printing policy (both internally and when ordering printing from IDS/vendors)	<ul style="list-style-type: none"> <li>• Solid waste reduction</li> <li>• Cost savings</li> </ul>	<ul style="list-style-type: none"> <li>• Draft policy</li> <li>• Obtain Executive Team approval</li> <li>• Publish and promote policy</li> </ul>	<ul style="list-style-type: none"> <li>• CDPS Green Team</li> <li>• CDPS Policy Director</li> </ul>	<ul style="list-style-type: none"> <li>• June 30, 2007</li> </ul>

<b><i>Greening Government Goal</i></b>	<b><i>Benefits of Project</i></b>	<b><i>Specific Tasks</i></b>	<b><i>Responsible Staff</i></b>	<b><i>Timeline</i></b>
Encourage the purchase of printers and the lease of copiers that have duplexing capabilities	<ul style="list-style-type: none"> <li>• Solid waste reduction</li> <li>• Cost savings (less paper used)</li> </ul>	<ul style="list-style-type: none"> <li>• Identify equipment and costs</li> <li>• Educate IT and purchasing staff</li> <li>• Communicate information to members</li> </ul>	<ul style="list-style-type: none"> <li>• CDPS Green Team</li> <li>• Purchasing Staff</li> <li>• IT Staff</li> <li>• End users (members)</li> </ul>	<ul style="list-style-type: none"> <li>• August 31, 2007</li> </ul>
Require RFP bid submissions to be double-sided and request no extraneous materials	<ul style="list-style-type: none"> <li>• Solid waste reduction</li> <li>• Cost savings (less file space, less cost to copy RFPs for review &amp; approval process)</li> <li>• Promotes awareness of “greening” outside of state government</li> </ul>	<ul style="list-style-type: none"> <li>• Work with CDPS and CSP purchasing directors (done)</li> <li>• Change processes and incorporate into new requests</li> <li>• Inform vendors</li> </ul>	<ul style="list-style-type: none"> <li>• Greening Government Council Representative</li> <li>• CDPS and CSP Purchasing Directors</li> <li>• Purchasing staff</li> </ul>	<ul style="list-style-type: none"> <li>• October 1, 2006</li> </ul>
Distribute information on how to reduce the amount of junk mail received within the agency and at home	<ul style="list-style-type: none"> <li>• Solid waste reduction</li> <li>• Reduced recycling/disposal costs</li> <li>• Reduced staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Draft correspondence/ reminders of specific ways to accomplish this</li> <li>• Distribute information to members</li> </ul>	<ul style="list-style-type: none"> <li>• CDPS Green Team</li> </ul>	<ul style="list-style-type: none"> <li>• December 31, 2006</li> </ul>
Work with DPA Capitol Complex on the possibility of plastic and aluminum recycling at the Kipling Complex	<ul style="list-style-type: none"> <li>• Solid waste reduction</li> </ul>	<ul style="list-style-type: none"> <li>• Contact DPA</li> <li>• Assess information</li> <li>• If implemented, work out and publish processes</li> </ul>	<ul style="list-style-type: none"> <li>• CDPS Green Team</li> <li>• Building Liaisons</li> <li>• Capitol Complex</li> </ul>	<ul style="list-style-type: none"> <li>• April 30, 2007</li> </ul>

<b><i>Greening Government Goal</i></b>	<b><i>Benefits of Project</i></b>	<b><i>Specific Tasks</i></b>	<b><i>Responsible Staff</i></b>	<b><i>Timeline</i></b>
Work with State Buildings & Real Estate Programs to purchase EPP and use LEED-NC guidelines within allowable budget in construction of the new CSP Alamosa facility	<ul style="list-style-type: none"> <li>• Possible energy savings</li> <li>• Possible cost savings</li> <li>• Possible water conservation</li> <li>• Possible improvements to indoor air quality</li> </ul>	<ul style="list-style-type: none"> <li>• Identify equipment and processes</li> <li>• Identify costs</li> <li>• Inform bidders and vendors</li> <li>• Implement</li> </ul>	<ul style="list-style-type: none"> <li>• CSP Facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Project (building) will be completed by June 30, 2009</li> </ul>
Work to improve compliance with and educate all purchasers about the recycled paper statute (CRS 24-103-207)	<ul style="list-style-type: none"> <li>• Cost savings</li> <li>• Solid waste reduction</li> <li>• Environmental impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Remind all purchasers of the statute (done)</li> <li>• Identify products that comply</li> <li>• Reinforce and monitor</li> </ul>	<ul style="list-style-type: none"> <li>• CDPS Purchasing Director</li> <li>• CSP Purchasing Director</li> <li>• CDPS Green Team</li> </ul>	<ul style="list-style-type: none"> <li>• June 30. 2007</li> </ul>

## 4. Management Systems

Communication about the program and training of staff will be required to ensure that the Department's commitment to the Greening Government Program is understood at all levels, and so that individual members can help meet the goals established in the plan. Communicating information about the program, the Department's plan and goals, and about strategies that can drive changes both on and off the job will promote the program to CDPS members and to others with whom they work. The CDPS Executive Team and the CDPS Green Team will periodically identify, review, and adjust the Department's efforts and goals towards Greening Government.

### 4.1 Integrating Environmental Impacts into Key Decision Points

The CDPS Green Team will be charged with identifying key decision points within the Department's operations, and making recommendations to the Executive Team on how environmental impacts can be integrated into the decision-making process. The Executive Team will decide which recommendations to implement and will work with the Greening Government Team to communicate and implement them. Some recommendations that do



not involve policy changes or that had been initiated and appropriately approved within the divisions have already been implemented.

The CDPS Green Team will also work with the Executive Team to establish a way to manage the environmental responsibilities within the Department. At this time, the type and complexity of such a management process have not been determined, but in order to establish the program, implement a plan, and gain commitment from members, the CDPS Executive Team will need to review, approve and formally communicate its approval of the program to all members.

## 4.2 Education and Training of Staff

The CDPS Green Team will work with management to solicit volunteers for the program and to educate and train staff members. Initial information and surveys will be distributed via electronic mail and/or via the Department's electronic bulletin board.

Green Team members and volunteers will be the key communicators of specific goals and action steps along the way. The team members and volunteers will be trained using the information received from the Greening Government Council and the training modules developed by the State Sustainability Division ([www.co.train.org](http://www.co.train.org)).

Team members will work with volunteers to identify the type(s) of information sessions or training needed, set up schedules and establish time lines for each division/program. Not all CDPS members will require the same level of training. For example, those who purchase services and materials will need different (and more detailed) training than a communications officer, a data specialist or a field trooper. Facilities staff will also require specialized training that other members will not. Some members will simply need to be informed about the program and the Department's goals and commitment. The goal for educating or training all CDPS members has been tentatively set for August 31, 2007. The CDPS Green Team may adjust this goal once it has begun its review of this plan and determined the work and time frames that will be involved.

## 5. Tracking Progress and Program/Plan Review

### 5.1 Agency Tracking and Reporting Form

The CDPS Green Team and its volunteers will track goals and collect information for completion of the annual Agency Tracking and Reporting Form, which will be issued each year to the State Sustainability Coordinating Committee. This

annual tracking and reporting will point out any inconsistencies or concerns with the actions and goals, and will help the Green Team determine if the Program/Plan should be revised and make those recommendations to the Executive Team. The Executive Team can also use the information to determine if the recommendations are appropriate and if they should be approved.

## 5.2 Continuous Improvement

The CDPS Greening Government Council Representative will be responsible to the Executive Director and Deputy Executive Director for the Department's Greening Government Program, and will make recommendations to them regarding the overall direction of the program and of the Green Team, and of the composition of the core Green Team. The Council Representative will participate in the State Greening Government Council meetings and report information from the Department on the Executive Director's behalf, and will be the Team Leader for the CDPS Green Team.

The process by which greening government efforts will be evaluated and monitored to ensure they are working and achieving initial goals will be:

- The CDPS Green Team members and volunteers will encourage staff to give feedback on the Greening Government Program and Plan via e-mail or other mechanisms (at least one of which should allow anonymity) and will also invite ideas and suggestions that may positively impact the State's greening efforts.
- Each year, after the annual tracking and reporting has been completed, the CDPS Green Team will be responsible for reviewing that information in the context of the Program's/Plan's goals, and for reporting the result to the CDPS Executive Team. If these results suggest that revision or adjustment to the long-term goals, short-term action plans, or to established policies or protocols is needed, the Team will develop recommendations for the review and approval of the Executive Team.
- Each year, the results from the annual tracking and report will be communicated by the Green Team to all CDPS members, along with information about opportunities for increased participation or for volunteer positions that may be open.

This structure and process will ensure that the Executive Director and the department's Executive Team are informed about the Department's greening government efforts and that the Program/Plan can be continuously reviewed and improved. It will also ensure that CDPS members are aware of the Department's commitment and its progress toward Greening Government.

### 5.3 Tracking Progress

#### Environmentally Preferable Purchasing (EPP) Inventory

Facility	Project Description	Initial Cost	Project Results/Savings
Kipling Complex	Use of Electronic submission of print/art/quick copy jobs to Capitol Complex IDS	Purchase of Adobe Acrobat Software for key users	Time, postage (Interagency Mail), paper; better quality product

#### Waste Management / Recycling Inventory

Facility	Project Description	Initial Cost	Project Results/Savings
Statewide	Electronic forms and communications for inter-office and intra-agency communication (e-mail, distribution of scanned/portable document format documents via e-mail, electronic policies (Patrol) not printed manuals (2006))	Staff time to make certain Word and Acrobat documents “fillable”; to help and inform users	Postage costs (CDPS has many offices around the state), reduced use/cost of paper and making copies, fewer binders purchased
Statewide	Shredding and recycling of purged paper records, where practical	Staff time to assist local and outlying office staff	Reduced environmental impact (shredding/recycling versus landfill) and higher security for the purged records
Many	Electronics disposal/recycling program. IT managers worked with OIT and Risk Liaison to safely and efficiently dispose of outdated/broken monitors, PCs, and other peripherals	Cost of the contract with the vendor to dispose of the equipment	Reduced environmental impact
690 & 700 Kipling & 15203 W. 12th Avenue	As tenants, CDPS and its divisions participate in the Capitol Complex paper recycling program. In CY 2005, 18,955 pounds of paper were recycled at 690; 23,494 pounds at 700 Kipling; and 3,515 at the W. 12 <sup>th</sup> Avenue building.	Some costs to Capitol Complex/DPA (?); CDPS had to purchase a few office bins	Reduction in waste stream; recycling of a renewable resource; reduced trash removal costs.
700 Kipling	Individual offices/groups voluntarily recycle aluminum cans and donate the proceeds to victims services and/or other charities (700 Kipling does not yet recycle materials other than paper and cardboard).	None	Reduced state waste removal costs, reduced waste stream, energy savings, and support for worthy charitable causes

Facility	Project Description	Initial Cost	Project Results/Savings
700 Kipling	Encourage double-sided copying, and encourage the purchase of networked, duplexing printers	None	No results have been quantified; it just made sense to move in this direction, to save money and reduce paper use/waste.
Statewide	Encourage communication to find "homes" for unused and/or unneeded office supplies and furniture. Electronic bulletin board is used to post items that are no longer needed and communicate with those who may need them. Items not claimed are taken by the Patrol for State Surplus.		
As applicable	Purchase of laptops vs. desktop units for staff who could or may need to work off-site or during off-hours.	In some cases, laptops are a bit more expensive.	Laptops use less energy than desktop units. Staff may realize fuel savings by handling something from offsite without driving to office.
CSP Garage and CSP Facilities	Recycling sheet metal, used oil, and antifreeze/refrigerant	Cost to have vendor pick up the commodity. Cost to take sheet metal to Dept. of Corrections at Camp George West.	Water quality is improved; landfill space and toxicity reduced, allows recyclers to obtain a commodity to be recycled and sold. (Recycled oil and antifreeze/refrigerant are purchased and used within CDPS where possible and cost-efficient.)

### Transportation / Fleet Operations Inventory

Facility	Project Description	Initial Cost	Project Results/Savings
CSP Fleet Operations	With State Fleet, deployed Jeep Liberty vehicles, rather than larger, less fuel-efficient 4WD vehicles, where possible for CSP, CBI, and DFS	None	Saved fuel and purchase price, in some cases, was lower than for full-sized 4WDs.
CSP Fleet Operations	Switching to lower-profile LED light bars on police vehicles, which are supposed to help with fuel efficiency.	Minimal	Monitoring fuel mileage to see if it is improved.

Facility	Project Description	Initial Cost	Project Results/Savings
CSP Garage (department-wide fleet)	25 flex-fuel vehicles have been integrated into the CDPS fleet	Initial cost is slightly higher; E85 is slightly more expensive and & results in approximate 10% loss in fuel economy	Lower greenhouse gas emissions; helps provide market for E85 and reduces consumption of fossil fuels
690 & 700 Kipling	On-site securable bicycle storage	Installed by Capitol Complex	Encourages bike-riding by building occupants.
Department-wide	Established telecommuting and flex time process and policy that appointing authorities may utilize where possible.	Staff time for drafting policy and compiling informational packets.	Allows for flex time and for flex place when practical.

### Water Conservation and Water Quality Inventory

Facility	Project Description	Initial Cost	Project Results/Savings
690 & 700 Kipling	(2003-04) Both 690 & 700 Kipling's high-water-use units were retro-fitted with low-usage units (toilets, urinals, etc.)	Part of the performance contract with Chevron Energy Solutions Company	Capitol Complex's total water use was reduced by 24.5% (over 7 million gallons), for about a \$25,000 savings
Ft. Collins CSP Office	(1999) Water saving fixtures in new construction, as required by Executive Order and State Buildings. Little or no grass was used in landscaping to cut water use, and pared-down landscaping to cut costs.	Cost of water saver fixtures (difference unknown)	We have nothing to which we can compare; this was a new, owned location.
Castle Rock CSP Office	(2001) Water saving fixtures in new construction, as required by Executive Order and State Buildings. Little or no grass was used in landscaping to cut water use, and pared-down landscaping to cut costs.	Cost of water saver fixtures (difference unknown)	We have nothing to which we can compare; this was a new, owned location.
Fruita CSP Office	(2002) Water saving fixtures in new construction, as required by Executive Order and State Buildings. Little or no grass was used in landscaping to cut water use, and pared-down landscaping to cut costs.	Cost of water saver fixtures (difference unknown)	We have nothing to which we can compare; this was a new, owned location.

Facility	Project Description	Initial Cost	Project Results/Savings
Frisco CSP Office	(2005) Water saving fixtures in new construction, as required by Executive Order and State Buildings. Little or no grass was used in landscaping to cut water use, and pared-down landscaping to cut costs.	Cost of water saver fixtures (difference unknown)	We have nothing to which we can compare; this was a new, owned location.